Soldiers

The Official U.S. Army Magazine

October 2001

America Under Attack

AFTERMATH: Rescue at the Pentagon

United We Stand

October 2001 Volume 56, No. 10

SPECIAL FEATURE

HOT TOPICS SPECIAL INSERT

FEATURES

The Official U.S. Army Magazine

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TACKED!

REUTERS/Brad Rickerby

DEPARTMENTS

Front cover:
Military members and civilian fire-fighters unfurl a huge American flag from the Pentagon's roof in the wake of the deadly terror attack. — *Photo by Beth Reece*

◄4

Feedback

From the Editor

IN this month's special issue we have attempted to capture through images and words the essence of the September terrorist attack on America — an assault that occurred just as this issue went to press.

Senior writer Heike Hasenauer provides the context of the attack while Beth Reece, who flew in with the first rescue elements, tells us the story in the soldiers' words. The dramatic photographs of rescue efforts at the Pentagon were taken by SGT Carmen Burgess, who was in the building at the time of the attack, just around the corner from the airliner's point of impact. Soldiers' photographer Paul Disney was one of the first journalists on the scene and provides stunning images that capture the magnitude of the damage to the Pentagon.

In "Putting Transformation Into Practice" veteran correspondent Steve Harding introduces us to the Army's first Interim Brigade Combat Team, a carefully-crafted melding of firepower and mobility that provides a missing arrow in our nation's quiver of military options.

John E Sutte

Not a Gig Sheet

I HAVE been reading Soldiers for many years and have always meant to send you some feedback. But now I feel I have to comment for the good of your fine magazine.

My issue is with the critical, ungrateful and rude soldiers who use your magazine as a gig sheet. Every month some disgruntled troop sends in a barrage of uniform violations, unit identification problems, or a miscaptioning in your magazine.

My recommendation to them is simple: try MAD magazine; the articles will suit them to a tee. They could possibly write Alfred E. Newman and tell him to get a haircut!

Dave Vasicek
via e-mail

ENIAC vs. Colossus

YOUR July rear cover story identified ENIAC as "the world's first electronic digital computer." Actually, the British Colossus Mark II was activated earlier than ENIAC — on June 5, 1944, to be exact. Since it was used to solve the highest grades of German ciphers, its existence was classified for decades and its role as the first true computer in the modern sense has been largely overshadowed by our better-known ENIAC system.

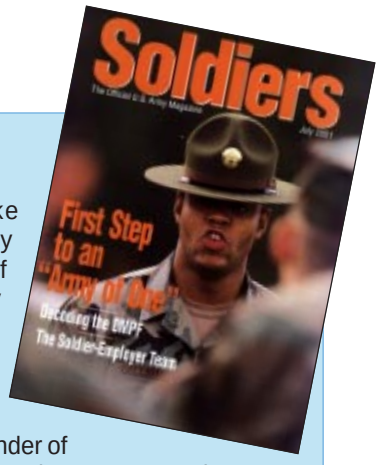
MAJ John Halvorson, USAR
via e-mail

Whacker or Detector?

DID you know that the photo on page 21 of the August issue shows a guy using a weed whacker, not a metal detector? The only thing being removed in that photo is unwanted vegetation.

CPT Mitch Utterback
via e-mail

Congratulations...



I WANT to commend Heike Hasenauer for her excellent July story "First Step to an Army of One." I believe it accurately contrasts the challenges of Basic Combat Training against how richly rewarding the experience can be for soldiers.

During my time as commander of Fort Jackson, and as the TRADOC deputy commanding general for initial-entry training, I observed and talked with thousands of new soldiers. Much of what I saw and was told is reflected in Ms. Hasenauer's well-chosen words.

LTG John A. Van Alstyne
Fort Jackson, S.C.

YOUR photograph of the Corps of Engineers contractor in the August issue states that the person in the photo is using a metal detector to find unexploded ordnance on Oahu. I believe he is actually using the Mk. I "Weedwhacker" to clear underbrush.

CPT Brian Watson
via e-mail

COULD you send me the NSN of that metal detector in the August issue? It looks like it will also weed-eat, which will save our troops a lot of time!

CW4 Jon C. Weston
via e-mail

THANKS to all those sharp-eyed readers who took the time to set us straight on the correct terminology of the device shown in the August article "Pacific Engineers." We regret the error, and we'd like to be able to say that it is really a new, high-tech metal detector and weed-eater in one. But the sad truth is that we simply don't do enough yard work to know the difference between the two!

A Question of Style

ON the **Soldiers Online** website, it says the magazine goes by Associated Press style. This does not seem to be the case concerning the way the magazine displays Army ranks. If AP style is the guide, don't you think you should, for example, write "Staff Sgt." instead of "SSG" and "Spc." instead of "SPC"? It seems that **Soldiers** is using "officialese" style.

John D. Wagner
63rd Regional Support Command PAO
via e-mail

WE do indeed follow AP style in most cases, but like most magazines we also have our own style guide — which specifies the use of Army rank notation. This admittedly makes for occasional confusion, but it — along with our superior equipment-identification skills — does keep those cards and letters coming in.

Award Awareness

I WAS with the 54th Forward Support Battalion, 3rd Brigade, 3rd Armored Division, in Saudi Arabia during operations Desert Shield, Desert Storm and Provide Comfort. I received the

Southwest Asia medal with three campaign stars. I was told that some units were awarded the Humanitarian Service Medal for Provide Comfort.

I never got around to finding out if my unit was one of those awarded the HSM. It has been more than 10 years, and I still haven't a clue on this subject. I would truly appreciate any information you might be able to provide on this matter.

Saul Garcia
via e-mail

I WAS looking up military awards on the Internet and came across your January 1998 issue. There is an "M" device listed on the page about ribbons, but I can't find it anywhere in AR 600-8-22. Can you help?

1SG Kathryn E. Russel
via e-mail

DO you know if the "combat patch" is being authorized for service in Kosovo? If the patch is not being authorized, do you know the rationale for this combat zone being excluded?

John Tongret
via e-mail

Do you have any information about the requirements for the Korean Service Medal?

SPC D. Warner
via e-mail

Shari Lawrence, deputy public affairs officer for the U.S. Total Army Personnel Command, advises that a visit to the website ***www.perscom.army.mil/tagd/awards/index.htm*** *will answer many general questions dealing with awards, and that* ***www.perscom.army.mil/tagd/awards/rokservicemedal.htm*** *deals specifically with the KSM. She also suggests that soldiers with further questions contact their local personnel offices.*

Adopt a Platoon

I AM a volunteer for a nonprofit organization called Adopt A Platoon. We link deployed soldiers to pen pal and adoption supporters.

Our website is **www.adoptaplatoon.org**. We encourage soldiers to check out the site and, if their units are ever deployed, we encourage them to sign their soldiers up for the support.

We feel that all soldiers are absolutely worth all the support we can give them.

Lesley Stephens
via e-mail

Parachute Problem

FIRST, I would like to congratulate you on your magazine. I always look for **Soldiers** at my unit office.

I work in the Canvas Shop of the California Army National Guard's Mobilization and Training Equipment Site at the National Training Center, Fort Irwin, Calif. I am having difficulty obtaining the NSNs for certain colors and other items. I saw your June article on the Texas National Guard's Parachute Packing and Maintenance Shop, and I was wondering if you could assist me in obtaining catalogs or any other information from them.

SGT Roberto Lopez
Fort Irwin, Calif.

You can reach the PPMS directly at (512) 782-5036.

Soldiers is for soldiers and DA civilians. We invite readers' views. Stay under 150 words — a post card will do — and include your name, rank and address. We'll withhold your name if you desire and may condense your views because of space. We can't publish or answer every one, but we'll use representative views. Write to: **Feedback, Soldiers, 9325 Gunston Road, Ste. S108, Fort Belvoir, VA 22060-5581,** or e-mail: **soldiers@belvoir.army.mil.**

"Terrorist attacks can shake the foundations of our biggest buildings, but they cannot touch the foundation of America. These acts shatter steel, but they cannot dent the steel of American resolve. This is a day when all Americans from every walk of life unite in our resolve for justice and peace. America has stood down enemies before, and we will do so this time." — President George W. Bush, Sept. 11, 2001

ATTACK on America

REUTERS/Brad Rickerby

America Under Attack

Story by Heike Hasenauer

(Left) **Smoke pours from the twin towers of New York's World Trade Center shortly after the structures were struck by hijacked airliners on Sept. 11.** ***(Below)*** **Some 40 minutes after the second attack in New York the crash of a hijacked airliner into the Pentagon set off a massive firefighting and rescue operation involving both military and civilian personnel.**

Beth Reece

Local firefighters and rescue squads join survivors of the attack in trying to control the flames and locate missing personnel.

AMERICA UNDER ATTACK

SO horrific and unexpected were the almost simultaneous attacks by hijackers of three U.S. airliners that deliberately and precisely crashed into the twin towers of Manhattan's World Trade Center — then the largest commercial complex in the world — and the Pentagon in Washington, D.C., Sept. 11, that government officials likened the day to "the second Pearl Harbor."

A fourth hijacked airliner, later believed to have been en route to Washington for an attack on the White House, crashed into a field about 80 miles from Pittsburgh, Pa.

Early casualty estimates far exceeded the number of military and civilian casualties on that day of infamy in 1941.

In New York, at press time, thousands of the roughly 100,000 daily visitors to the World Trade Center and 50,000 employees who worked in the two, 110-story towers that collapsed were feared dead. Two hundred firefighters and other rescuers were missing.

American and United Airlines, each of which lost two airliners in the hijacking-suicide-bombing disaster, reported 266 dead passengers and crewmembers total.

And in the nation's capital an early estimate of the number of dead reached 800. A day later, Defense

ATTACK on America

SGT Carmen L. Burgess (both)

"In every generation, the world has produced enemies of human freedom. They have attacked America, because we are freedom's home and defender. And the commitment of our fathers is now the calling of our time."
— President George W. Bush

Within minutes after the collapse of the Pentagon's outer wall, emergency personnel return to the search for survivors and victims.

Department officials reported the death toll was expected to be much lower. And on Sept. 13, they reported 126 people who were on the ground at the time of the attack were dead or missing.

The Army reported 21 soldiers, 47 civilian employees and six contract personnel dead or missing.

At the Air Force's Charles C. Carson Center for Mortuary Affairs at Dover Air Force Base, Del., mortuary-affairs personnel began receiving remains, which would be flown to destinations across the country for burial, according to families' wishes *[see accompanying story on page 15]*.

Meantime, the Caisson Platoon of the 3rd U.S. Infantry, The Old Guard, at Fort Myer, Va., prepared for a large number of potential burials at Arlington National Cemetery.

America had, literally, come under attack, the worst attack on U.S. soil since Dec. 7, 1941, officials said.

The Assault

The nightmare began shortly before 9 a.m. Eastern Time when an airliner crashed, kamikaze-like, into one of the World Trade Center's towers and exploded into a giant orange-black fireball.

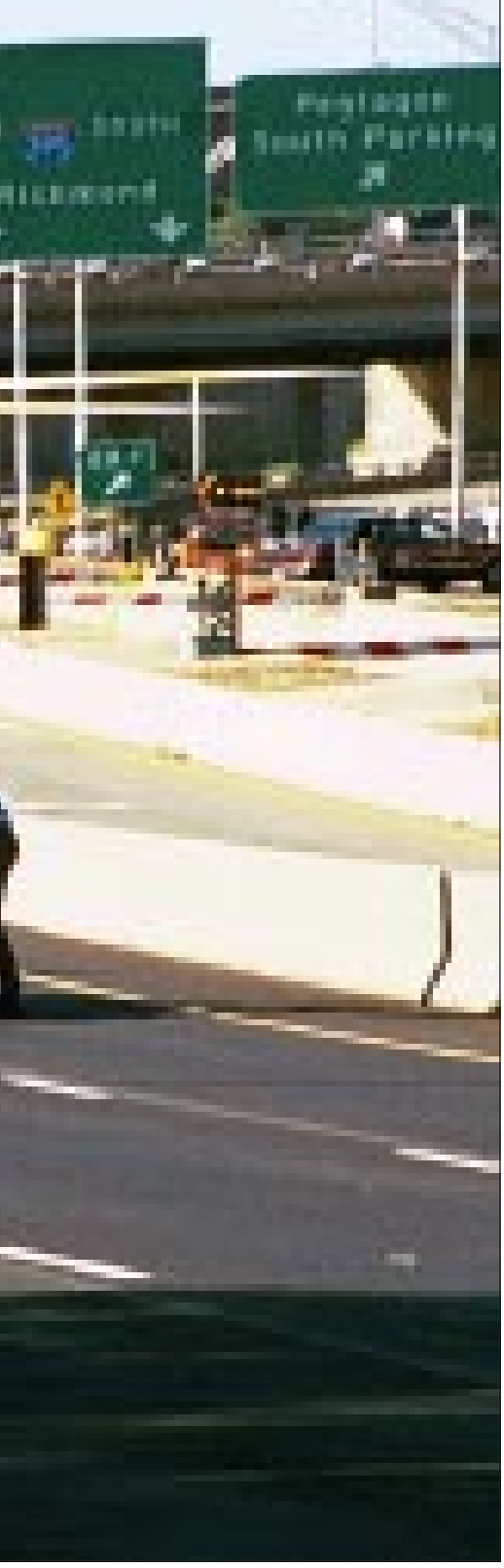
Emergency personnel load casualties aboard a medevac helicopter on Interstate 95 near the Pentagon.

ATTACK on America

Eighteen minutes later a second airliner sliced into the second tower and exploded. Together the fire and smoke engulfed the buildings like a mid-air tidal wave. Ash and debris covered the ground for miles, and smoke filled the sky. Before the towers collapsed, people were seen jumping to their deaths from the windows above the fire.

Following the collapse, rescue workers likened the scene to a "nuclear winter," the aftermath of a nuclear explosion.

About an hour after the first crash,



SGT Carmen L. Burgess (both)

A Navy physician examines a shaken Pentagon employee as Army medical personnel look on. Additional aid came from local hospitals and emergency medical teams.

at 9:45 a.m. Eastern Time, hundreds of miles away, an American Airlines 757 passed over Arlington National Cemetery before slamming into the Pentagon's west side, an area recently occupied by the Office of the Deputy Chief of Staff for Personnel, along with an element of the office of the Deputy Chief of Staff for Operations and Plans.

And the "bombardment" seemed to have no end.

As America reeled from the horror of one attack, another followed. Some twenty minutes after the Pentagon crash the fourth hijacked jet crashed in the field near Pittsburgh.

Shock, disbelief, anger, fear and sadness overwhelmed the nation. And, as people around the world heard the news, they shared America's sentiments. Defense Secretary Donald H. Rumsfeld said: "We've received calls from across the world offering their sympathy and their assistance."

Members of the European Union called the attacks "an act of war by madmen."

Many people stood riveted to television sets or by radios. They cried, embraced one another seeking comfort or remained frozen, simply trying to comprehend the unbelievable.

President George W. Bush placed U.S. military forces on the highest alert status, and for the first time in U.S. history the Federal Aviation Administration grounded all domestic commercial airline flights, closing some 5,000 airports and stranding about 200,000 passengers. Canada also grounded all its flights and, in Great Britain, flights over London were suspended.

The District of Columbia Air National Guard, stationed at Andrews Air Force Base outside Washington, scrambled its F-16 fighters to patrol the skies over the capital, said D.C. National Guard spokeswoman LTC Phyllis Phipps-Barnes.

The United States closed its borders with Canada and Mexico. Congressional leaders were spirited to safety at an undisclosed location outside Washington. And Bush, who had been in Florida, was flown to Air Force bases in Louisiana and Nebraska, for security reasons. That evening, Air Force One, escorted by three fighter jets, returned to Washington, where Bush addressed the nation from the Oval Office.

"Terrorist attacks can shake the foundations of our biggest buildings, but they cannot touch the foundation of America," he said. "These acts shatter steel, but they cannot dent the steel of American resolve. This is a day when all Americans from every walk of life unite in our resolve for justice and peace. America has stood down enemies before, and we will do so this time."

Following the speech, members of the House and Senate who had remained in Washington gathered on the steps of the U.S. Capitol and demonstrated their support by singing

"A tragedy like this could have torn our country apart. But instead it has united us, and we have become a family. So those perpetrators, who took this on to tear us apart . . . It has backlashed. It has backfired. . . We are more united than ever before." — Rev. Billy Graham

***(Above)* A Defense Department civilian worker carries an infant to safety following the attack. The child did not require immediate medical attention.**

***(Above, right)* Survivors of the attack console each other as they wait to be examined by medical personnel.**

an impromptu rendition of "God Bless America."

Earlier in the day in New York City, United Nations headquarters was evacuated, major financial markets closed, and all bridges and tunnels were blocked. In Washington, national museums closed and the White House and the Departments of Justice and State were evacuated.

Government offices across the country shut down. Military installations limited access. Schools dismissed classes early. And portions of highways, subway and train routes were closed.

No one in America seemed immune from the day's tragedies. Even Disney World in Florida and Disneyland in California closed. Major league baseball came to a halt, the NFL cancelled its lineup, and the upcoming Emmy Awards were postponed.

***(Above)* Military personnel from throughout the Pentagon work together to assist a casualty. *(Right)* Coworkers share a quiet moment in the minutes after the attack.**

SGT Carmen L. Burgess (all four)

Overseas, nonessential employees at the Supreme Allied Command, Europe, headquarters in Brussels, Belgium, were evacuated.

Across America and abroad frantic people tried to call loved ones or sent e-mail messages to assure them they were OK. Consequently, communications systems jammed.

The Nation Reacts

In the hours after the attacks, the Red Cross issued pleas for blood donations, and on Sept. 13 sent six rail cars loaded with medical supplies and

Paul Disney

Flames pour from windows in the Pentagon, just a few hundred meters from the point where American Airlines Flight 77 crashed into the building.

other material to New York.

The Coast Guard beefed up its coastal patrols and the Defense Department reported aircraft carriers and guided missile destroyers had moved into the waters near New York and Washington, D.C. Those included the carrier USS *George Washington* and the USS *John F. Kennedy*, each with 2,500 to 3,000 sailors aboard.

Amphibious ships carrying marines and sailors to provide security, surgical teams and hospital beds, and guided missile cruisers and guided missile destroyers were also deployed. On Sept. 13, the Navy reported that the 500-bed hospital ship USNS *Comfort*, based in Baltimore, Md., had sailed for New York.

Among the first rescue workers at the Pentagon were medics from Walter Reed Army Medical Center in Washington, D.C., who provided blankets and treated firefighters for smoke inhalation.

Governors in 23 states declared a state of emergency and activated their National Guard forces.

As of 6 a.m., Sept. 12, some 8,000 National Guard troops had been activated, primarily from New York, New Jersey, the District of Columbia and Virginia, said National Guard spokesman Mark Allen.

Secretary of the Army Thomas E. White called up the D.C. Guard, not under the jurisdiction of a governor or the city's mayor. Many Guard soldiers manned emergency operations centers, pulled security and provided medical assistance, Allen said.

The New Jersey Guard had immediately set up an emergency operations center at Fort Dix, N.J. And on Sept. 12, 800 of its soldiers were on active duty.

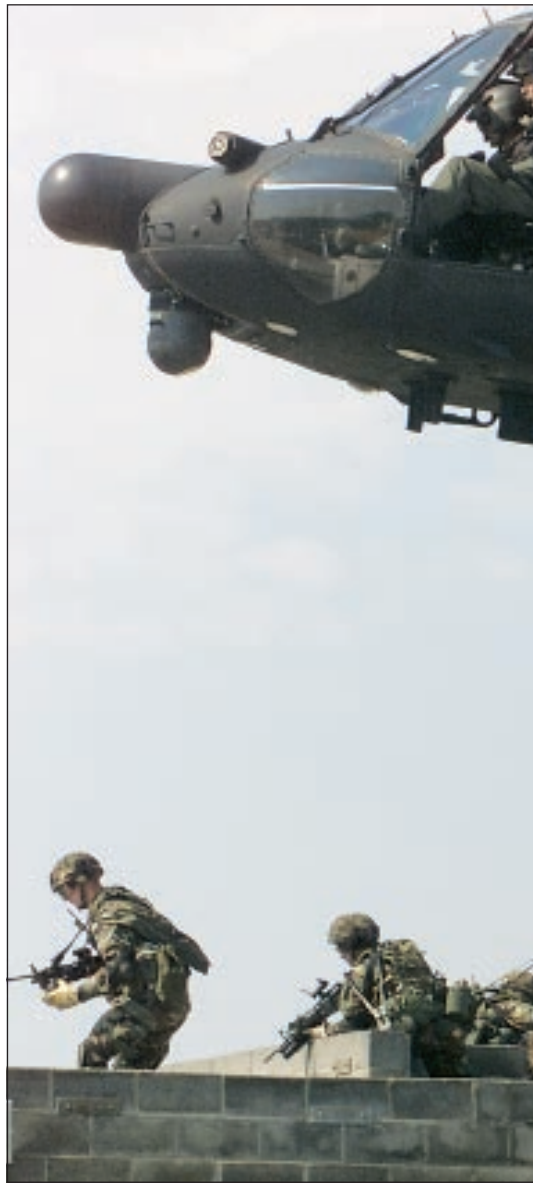
Besides manning the operations center at Fort Dix, they ran other emergency operations centers at Jersey City, Atlantic City and in Somerset County's Franklin Township, said Ray Martyniuk, a New Jersey Department of Military and Veterans Affairs spokesman.

Guard soldiers from Jersey City's 50th Main Support Battalion's medical unit treated victims of the World Trade Center attack who were ferried across the Hudson River to a treatment center set up at Liberty State Park, about 100 yards from the Statue of Liberty, he said.

At the Jersey City National Guard Armory, soldiers set up a temporary hospital to handle the potential overflow of injured from the triage center at the state park, said 1LT John Powers of Jersey City's 444th Public Affairs Detachment.

Some 200 soldiers, primarily medics, eight ambulances, and a platoon of infantry were positioned at the site, Powers said. "Right now we're waiting to here from the state's adjutant general what our mission will be, based on the situation in the city."

Powers said the medics, who were located about 1.5 miles west of the World Trade Center site on the New Jersey side of the Hudson River, could be called to go in to pick up the injured or dead. There was a possibility the



ATTACK on America

armory would be used as a temporary morgue.

Additionally, NJARNG soldiers provided aviation support to state police. The Air National Guard's 177th Fighter Wing was attached to the 1st Air Force as part of the nation's air defense, Martyniuk said.

Meantime, armories at Westfield

Among the American military forces placed on alert in the days following the terrorist attacks were several Navy carrier battle groups *(right)* and elements of the U.S. Army Special Operations Command *(below)*.

Navy and Air Force fighters — including F-16s of the District of Columbia Air National Guard — patrolled the skies over the nation's capital in the days following the attack on the Pentagon.

and Teaneck became collection points for donated medical supplies and other equipment.

At the Pentagon, where a portion of the building collapsed in the attack there, 20,000 people had been evacuated. Aircraft from the D.C. Guard's aviation unit at Davison Army Airfield at Fort Belvoir, Va., were also brought into action.

Four UH-1 helicopters provided medical evacuation support for Pentagon victims, one UH-60 Black Hawk transported officials and an OH-58 helicopter supported Metropolitan D.C. police, said Phipps-Barnes.

At 5 p.m. Sept. 11, the first wave of military police from the D.C. Guard's 372nd MP Bn. joined the effort to manage the chaotic traffic situation in the metropolitan Washington, D.C., Maryland and Virginia area as thousands of government commuters headed out of the city.

An emergency operations unit, the Military District of Washington Engineer Company, arrived at the Pentagon crash site to clear rubble and begin removing bodies, as did soldiers from the 767th Ordnance Co. from Fort McNair, in D.C.

Chairman of the Joint Chiefs of Staff GEN Hugh Shelton said: "We have watched the tragedy of an outrageous act of barbaric terrorism carried out by fanatics … acts that have killed and maimed many innocent and decent citizens of our country.

"I will tell you up front," Shelton said. "I have no intentions of discussing today what comes next, but make no mistake about it, your armed forces are ready."

Retired GEN H. Norman Schwarzkopf, commander of coalition forces during the Gulf War, said: "We've got special operations forces in all our military forces, and they're fully capable of dealing with terrorists.

"What these bastards have done is attacked innocent civilians," he said. "We went to extremes in the Middle East, even putting our forces at greater risk, to prevent killing civilians. That's the difference between them and us."

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Bush assured people at home and abroad that we will go after those who perpetrated this despicable act of cowardice, as well as those who harbor the tyrants.

In America, Sept. 14 was a national day of prayer and remembrance. On this date, too, President Bush approved an order to call as many as 50,000 Reservists to active duty. At press time, the Army was expected to call up 10,000 personnel; Air Force, 13,000; Navy, 3,000; Marines, 7,500; and Coast Guard, 2,000.

They will be called upon to provide port operations, medical support, engineer support, general civil support and homeland defense, DOD officials said. □

SGT Carmen L. Burgess

Secretary of Defense Donald H. Rumsfeld *(right)* and a colleague return to their Pentagon offices Sept. 11 after surveying damage to the building.

Caring for the Dead

EVEN as rescue workers continued their determined search for possible survivors of the Sept. 11 terrorist attack on the Pentagon, the remains of those who perished in the assault were being removed and transported to a specialized military facility in Dover, Del.

The grim task of identifying and preparing for burial the dead from the Pentagon — 125 military and civilian employees and 64 passengers and crewmembers aboard American Airlines Flight 77 — fell to the personnel of the Air Force's Charles C. Carson Center for Mortuary Affairs at Dover Air Force Base.

The facility received the first dead on Sept. 13, with 115 sets of remains having reached Dover by the time this issue went to press. The bodies were flown by UH-1s and UH-60s from the Pentagon to Davison Army Airfield at Fort Belvoir, Va., and were then transferred to CH-47 Chinooks for the flight to Dover.

The Defense Department's largest port mortuary and the only one in the continental United States, at full operating capacity the Dover facility is staffed by about 400 personnel, Air Force officials said. Half of the workers are active-duty Air Force, and the others are drawn primarily from Air Force Reserve mortuary-affairs squadrons in California, Washington, New York and New Jersey. In the wake of the Pentagon disaster the mortuary's staff was also augmented by personnel from the Rockville, Md.-based Office of the Armed Forces Medical Examiner, as well as by specialized technicians from the FBI.

With augmentation the 34,000-square-foot Dover facility can handle up to 100 sets of remains per day, officials said, and can store up to 1,000 bodies.

The first task faced by the mortuary's workers in the wake of the Pentagon tragedy, Air Force officials said, was to begin identifying each set of full or partial remains. The difficulty of that identification process varied greatly, depending on such factors as the deceased person's location at the time of the crash, the nature of the injuries, and whether or not the deceased was a Pentagon employee.

The fact that military members and civilians working at the Pentagon wore identification badges in some cases aided in their identification, officials said, as did the fact that since 1992 the armed forces have collected some 3.5 million DNA specimens from service members and certain civilian employees. DNA samples drawn from presumed military and DOD victims will be matched against samples in the armed forces database, officials said, while samples from civilian victims will be compared with DNA from family members.

Other methods of identification included fingerprints, dental records and bone analysis. In addition, careful records were compiled of where each set of full or partial remains was recovered from within the Pentagon, a technique investigators hoped would aid in the identification process. Officials stressed, however, that given the nature of the disaster and the horrendous injuries suffered by some victims, identifying all of the remains could take months.

Once identified, the remains were prepared for release to next of kin. The first memorial services for victims of the attack were held on Sept. 15, with more to follow as additional identifications were made. — *Steve Harding*

AFTERMATH:

Story by Beth Reece Photos by Paul Disney

BEFORE fireballs and smoke plumes engulfed the World Trade Center and Pentagon Sept. 11, 1SG Raymond S. Gould savored safety.

"We live in a protected world compared to places like Africa, Israel and Northern Ireland," he said, hopeful America would remain forever isolated from war. But just 17 hours later, four hijacked passenger jets brought that isolation to a fiery end.

Gould's faith in safety crumpled under the blow of the explosions. But while pain numbed American citizens, members of Gould's unit — the Military District of Washington Engineer Company — scrambled for their gear. Within eight hours of the first attack, the emergency-rescue unit was at work in the ruins of the Pentagon's west side.

To lift a single breathing body from the wreckage, the first sergeant said two days into the recovery, justified every hour the soldiers spent learning the delicate business of emergency rescue.

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center at Fort Dix, they ran other
t Jersey City, Atlantic City and in

Rescue at the Pentagon

(Main photo) **Members of the Military District of Washington Engineer Company walk into the causeway between the Pentagon's B and C rings during a secondary search for bodies.**

(Far left) **Members of the company stand in the causeway near the exit hole punched in the rear of the C ring by the hijacked airliner's forward section.**

Hoses snake from fire trucks parked in the Pentagon's central courtyard. Fire crews from throughout the greater Washington, D.C., area helped battle the blaze.

Rescue-and-recovery efforts continued around the clock as emergency services personnel sought to extricate survivors and locate the bodies of those who perished.

What's That Plane Doing?

SGT Dewey Snavely was driving along Arlington's Quaker Lane when the radio blasted the morning's first harrowing reports, then warned that a third plane was heading his way. Minutes later, jet engines rumbled overhead.

"The guy I was with looked up and said: 'What the hell is that plane doing?' Then we heard an explosion and the truck rocked back and forth." Snavely, a member of the Engr. Co. on transition leave, knew deep in his gut that the Pentagon was under attack.

Phone circuits went haywire, but a stranger allowed Snavely into his home so he could call the company headquarters on Fort Belvoir, Va. The unit was on alert. By 4 p.m., Snavely and 70 of his fellow soldiers laid eyes on the desolation that flickered across TV screens worldwide.

"I've been to a lot of places: Rwanda, Bosnia, Macedonia. None of it was anything like this. Something very sacred has been taken away," he said with a shake of his head during his second day on-site.

"People everywhere have loved ones who aren't coming home because they're in there," he said, nodding toward the wreckage.

SFC Mike Coates was taking soldiers to Quantico, Va., for a funeral detail when the news reversed their course. Prince William County emergency officials met the unit's van on the highway, ushering it through traffic jams and back to Fort Belvoir. On the drive home, one soldier called his wife, asking her to load extra clothes and gear in the car so he could

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An MDW Engr. Co. soldier walks gingerly through the wreckage near "ground zero," the spot where Flight 77 plowed into the Pentagon's outer wall.

MDW Engr. Co. 1SG Ray Gould *(left)* and an Airports Authority firefighter examine the damage where the airliner punched through the inner wall of the Pentagon's C ring.

rush straight to the unit.

Half a day passed before Coates was able look at the damaged Pentagon without stings of disbelief. He's trained to survey the outside of the structure before going in.

"When I was finally able to stand here and look at the wreckage in belief, I started to look closely," he said. Coates pointed to the left edge of the damage, where the building looked as though a knife had cut cleanly through it.

"Look at those file cabinets standing up against the wall. Now look at that podium … right there, with the book propped up against it." The book rested open, its pages white against the damage in the background.

Stability

When the hijacked airliner plowed into the Pentagon, SGT Tim Erdelyi was at Fort Belvoir, teaching the science of rescue to new soldiers in his unit. He was explaining how to shore and stabilize rubble so rescuers can dig deeper in search of bodies.

"First we assess the structure to find out what areas are weak and need to be helped structurally," he told them. "We lift only the rubble that isn't attached to the structure, because we don't to upset the structure or make it collapse further."

The unit — a combination of combat engineers and construction equipment operators — also uses sledgehammers and saws to rip through wood, concrete and metal. At the Pentagon, several of the unit's soldiers struggled alongside local firefighters to pierce holes through the roof for venting and observation.

"From some areas, you could see the whole operation on the ground. But sometimes, if you looked toward the courtyard, you couldn't see past the front of your face," Erdelyi said.

As the soldiers worked, smoke erupted into two more fires — so hot that SGT Travonne Taylor was forced to jump back.

"Honestly, the whole situation out here really upsets me," he said as he waited for the chance to move back into the wreckage. "A lot of innocent people died for absolutely nothing."

As the nation watched the disaster unfold on TV, Taylor welled up with gratitude that he could offer the help Americans everywhere wished to extend.

"I would love for everyone inside there to be all right, and for us to get them all out," he said. "That would be one of the best feelings in the world for me right now — to bring somebody out of there alive.

"I've never seen dead bodies before," he said, looking toward the ruined building. "When that time comes I don't know how I'm going to deal with it, physically or emotionally."

Flags and Friends

"When I walked in there for the first time I wanted to cry," said SSG Mark Williams of his first foray into

ATTACK on America

Stacks of 6 inch by 6 inch timbers support a section of the Pentagon's outer wall 12 hours after the attack. Just to the right is the larger section of wall that collapsed shortly after the airliner struck the building.

the rubble. It's okay to cry, he gently explained to soldiers.

From "the hole," Williams escorted his squad to the chapel. "I wanted them to talk to a professional who could help them deal with what they saw in there. I'll take them back to the chapel every time we come out," he said. Only after his job is done will Williams admit pain. "But for now I have to be strong. I have soldiers to lead."

Avoiding the ruins, Williams looked toward the U.S. flag fluttering at half-staff on top of the Pentagon during his first morning and second day on-site. "That flag is a sign that we're all getting over the initial shock. Now we're back to building." But still, Williams couldn't find the words to tell his soldiers what he longed to say: I'm proud of you.

To Special Activities Battalion commander LTC Mark Lindon, the soldiers in his engineer company are the sharpest he's worked with in 21 years.

"And think about it: how many units get to do what they've been trained for? But what an unfortunate cost," he said.

Lindon had a friend who worked in the part of the building that is now in ruins. Brows furrowed, he spoke of not hearing from him in awhile.

"I know I'll read his name in the paper here shortly. It all feels different when it's somebody you know, somebody you've served with," he said. "It's not five or 100 killed — it's a guy you knew."

An MDW Engr. Co. member stoops to recover a Pentagon worker's ID badge. The owner's status was unclear as this issue went to press.

The Agony of Rescue

How does one train for death? "Nothing could have prepared me for this," said Sgt. Kenneth Noe, who was among one of the first teams to lift a casualty, burnt beyond recognition, into a body bag. "I'll remember this forever."

Although the soldiers expected to rescue bodies, Noe said the possibility of seeing and touching them didn't initially register. "Then, bam! Reality is right there in front of

Engr. Co. soldiers rest between shifts. They were joined in the search for survivors and victims by civilian and military rescue workers from throughout the region.

you." Despite the grief of rescuing brothers and sisters in uniform, Noe said he'd walk into the dark, water drenched building again and again if necessary.

"We have trained to do this job day in and day out. Nobody would ever want to do what we do, but we're very capable and we've been ready for a long time," he said.

Safety and Fear

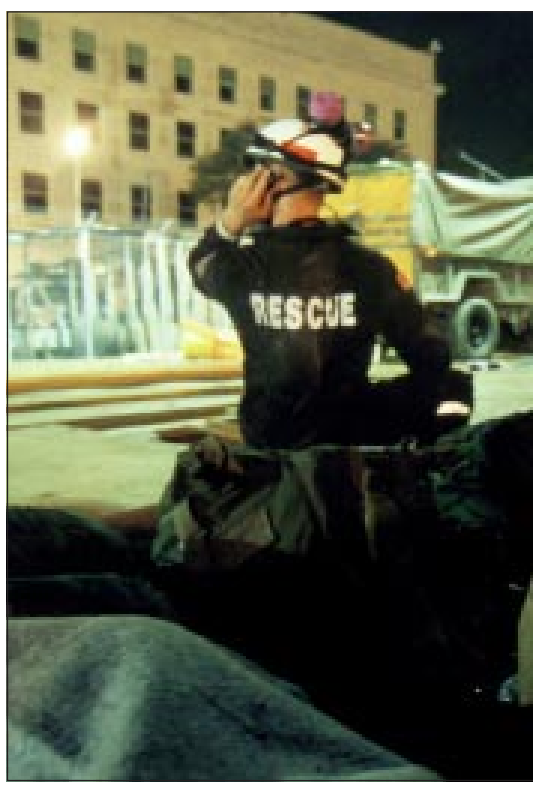
Two days before the indelible undoing of safety in America, Gould said his soldiers' largest fear was the threat of pitch-black, confined spaces and the uncertainty of whether a building would cave in on them. With the clatter and roar of heavy machinery crashing in the background, Gould thought of both safety and fear on new terms Sept. 12.

"I know my soldiers are making a difference here and I know they were ready for this, but this is beyond comprehension," he said.

Searching the upper levels of the building, where fire and smoke wreaked less havoc than it did below, Gould saw a bagel, one bite gone.

"There were purses everywhere, and things people left behind when they evacuated. Most shocking were the pictures of families hanging up in cubicles everywhere," the first sergeant said.

"It's unbelievable that just two days ago we spoke about what could happen." □



ATTACK on America

The flags of Jewish and Christian chaplains designate an impromptu field chapel set up a few hundred meters from the crash site.

Engr. Co. soldiers pause in their search as they wait for another team to move up.

Unable to sleep during a scheduled rest period, Eng. Co. member SGT Fredericko Ruiz watches the activity around the impact site.

Environmental Front

Compiled by Deborah Elliott

Jim Zelenak

The endangered golden-cheeked warbler has prospered under Fort Hood's protection, with the bird's survival rate increasing some 900 percent.

What Would Fort Hood Do?

AT Fort Hood, Texas, even routine environmental matters seem to grow to gargantuan size without much effort, considering the size of the post — about 337 square miles, the same land area as the city of Dallas — and the number of assigned soldiers waiting to train on that land — about 42,000 of them, almost a tenth of the active Army.

To reach that delicate balance between training needs and environmental concerns, Fort Hood environmentalists are constantly looking at such things as water quality, the prevention of hazardous materials incidents, the management of two endangered species on the post, the protection of more than 1,100 cultural sites and much, much more.

The good news is that Fort Hood's balancing act between training needs and environmental concerns has been successful. In fact, Fort Hood is an example that others often look to, and the question, "What would Fort Hood do?" is not uncommon when planners discuss environmental matters.

The most striking example of Fort Hood's search for environmental solutions involves the protection of one of its two endangered species, the golden-cheeked warbler.

The golden-cheeked warbler, like the other endangered species on post, the black-capped vireo, is a small songbird that nests in the Fort Hood region . The U.S. Fish and Wildlife Service considers the habitat for both birds at Fort Hood to be the only significant protected blocks of habitat in the central recovery region. That means the Army and Fort Hood currently bear the burden for the bird's recovery in the region.

In the early 1990s the warbler populations were declining and the birds were having a hard time surviving, largely due to parasitism by brown-headed cowbirds, which lay their eggs in the nests of other birds.

After coordinating with the Fish and Wildlife Service, Fort Hood entered into a partnership with The Nature Conservancy, a well-known civilian conservation group, to implement a recovery strategy. A major trapping program was begun on the post to remove the cowbirds from the warblers' nesting areas. Concurrently, an extensive effort was made to limit military training activities in the warblers' nesting areas during certain times of the year. As a result of the ongoing actions, the warblers now have an amazing recovery and their populations are now the highest on record.

Fort Hood has used that same innovative approach to fine-tune other environmental programs and find solutions that provide positive results while still allowing the post to accomplish its training mission.

"Fort Hood approaches every mission with the same intensity, and that runs the gamut from combat training and real-world deployments, to the protection of our natural and cultural resources," said COL David Hall, the former garrison commander.

"Every time I see one of our 'troops' in the Environmental Division, I ask them what new and innovative programs they're trying, to ensure that we meet all of our requirements," Hall said. "That said, I believe we have the best programs and the best environmentalists in the Army. Not only do I believe this, I rather offer it to the Army as a solution to any problem … anyone, anywhere who wants to get better at environmental protection should just ask themselves, 'What would Fort Hood do?'" — *Cecil B. Green, Fort Hood Public Affairs Office*

Echoes of Fort Carson's Past

IF you listen carefully, you can almost hear echoes of the past blowing in the wind across the training lands at Fort Carson:

Randy Korgel

Fort Carson workers spread protective heavy-gauge plastic and soil over the Woodland Culture site.

the tinkling sounds of children at play by a creek bed and the voices of women hard at work grinding seeds between stones to make bread.

Fort Carson is spread across an area of Colorado that is rich in the cultural history of the Plains Indians who lived and worked on these lands. Randy Korgel, Fort Carson's archeologist, has uncovered Indian artifacts that date to the Woodland Culture from 800 to 1100 AD. Clues found at one ancient campsite provide important information about the group's society and lifestyle that would otherwise be lost.

But the site lies in a major training corridor. It is one of 20 sites fenced off by the post's Directorate of Environmental Compliance and Management to protect them from damage.

The artifacts discovered by Korgel lie in a shallow soil bed that cannot adequately protect them.

To guard the site yet still allow for critical training in the surrounding area, Korgel recommended that post engineers cap the two-acre area with a heavy-gauge plastic liner and spread five feet of native soil over it. Then the soil would be seeded to grow vegetation that would maintain the cap's integrity. Once the area had enough growth, the land could be returned to training purposes.

To test his theory that the cap would adequately protect the artifacts, Korgel constructed a pilot cap over a site of buried glass bottles, ceramics and tin cans. When this site is ready, it will be exposed to tank traffic. The results from the pilot site will be used to determine how well the cap on the Woodland Culture site will perform under training conditions.

Using such caps may also save money. Fort Carson used its own labor and resources to construct the cap, and a significant cost savings was immediately realized. Future savings are also anticipated.

"What we're spending on the cap construction is equal to what it would cost to build the initial fence, though a fence requires additional money for maintenance each year," said Korgel. "The cap will quickly pay for itself."

The soil used to create the cap was taken from mature erosion-control dams on post. Over time these dams had built up sediment and been rendered useless, but by removing the soil to the cap site, the dams were made fully functional again.

The cap solution has never been tried on Department of Defense lands. If successful, this remedy could have a wide-ranging, positive impact at other installations. — *Susan C. Galentine-Ketchum, Directorate of Environmental Compliance and Management*

Environmental Sharp Shooters Contest

THE Environmental Sharp Shooters photography contest recognizes and rewards military and civilian photographers for their achievements in furthering the objectives of the Army's environmental program through still photography. **Soldiers** reminds its readers to submit their best environmental photographs for a special "Environmental Sharp Shooters" feature in the April 2002 issue.

Deadline for submission is Dec. 31. For complete information visit the U.S. Army Environmental Center website at **http://aec.army.mil**. You may also contact Cynthia Houston at **Environmental.Front@aec.apgea.army.mil**, or by phone at (410) 436-1270.

Please send your contributions or questions to Cynthia Houston, National Outreach Team Leader, U.S. Army Environmental Center, 5179 Hoadley Road, Attn.: SFIM-AEC-PA, Bldg. 4415, Aberdeen Proving Ground, MD 21010-5401, or e-mail **Environmental.Front @aec.apgea.army.mil**. Houston can be reached by phone at (410) 436-1270 or (DSN) 584-1270.

Sharp Shooters

Photos by Paul Haring

A showcase community of the Military District of Washington and the National Capital Region, Fort Myer, Va., is home to many members of the Army's official ceremonial unit and security force in the Washington metropolitan area.

In these photos, Fort Myer photographer Paul Haring highlights the people and activities of the Army's 3rd U.S. Infantry (The Old Guard).

(Above) **Teenage girls visiting Washington, D.C., from Lebanon, Tenn., are surprised to learn that PFC Jason Meurer grew up in their hometown and went to the same elementary school as some of them. The girls are talking to Meurer, who is an Old Guard soldier, after a Twilight Tattoo rehearsal at Fort Myer.**

(Top) **Amanda Evans watches the Sentinel at the Tomb of the Unknowns with her daughter Arden, 2, on an Easter morning.**

(Right) **SPC Charles Emerson — dressed as a Union cavalry soldier from the Civil War — rides "Steel" during a Twilight Tattoo rehearsal at Fort Myer.**

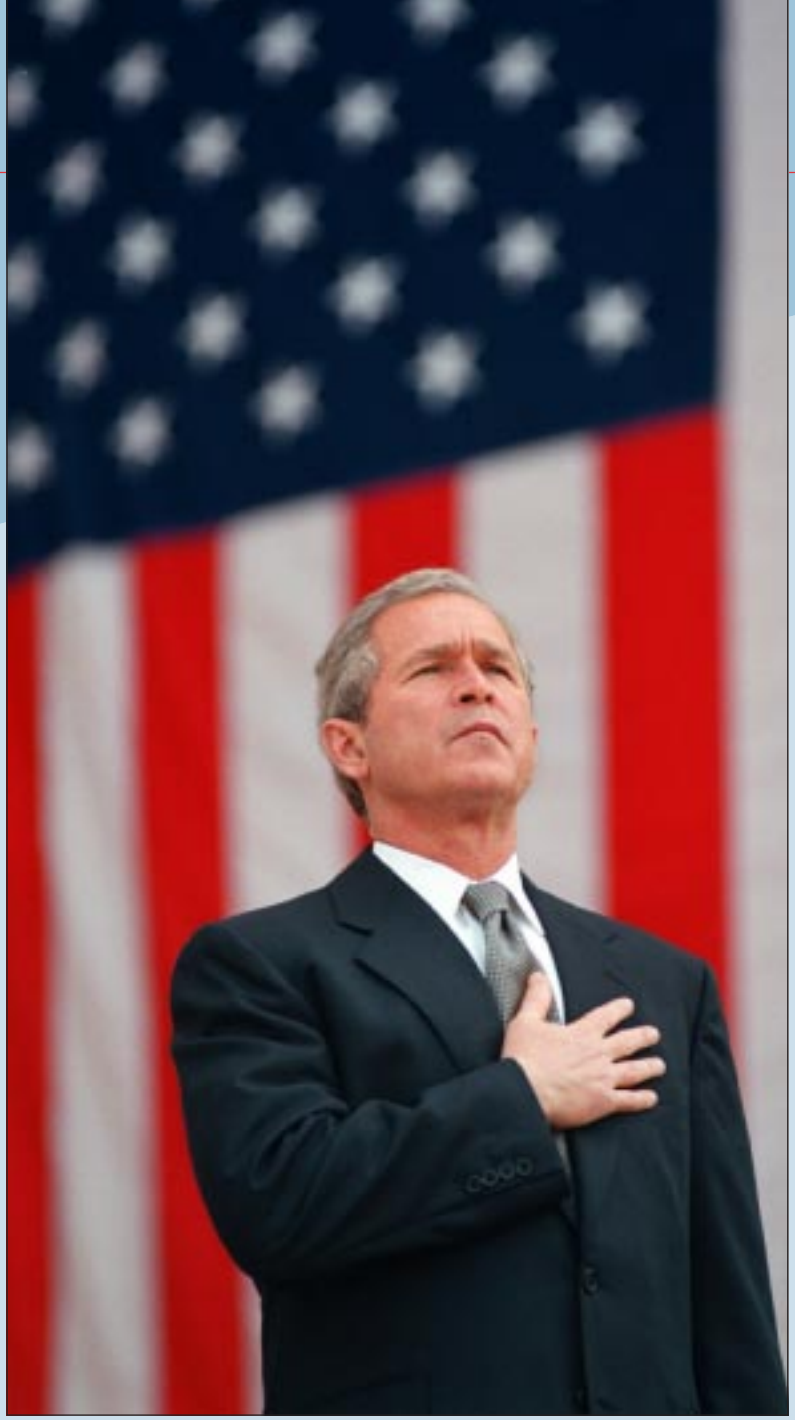
(Far right) **Led by Old Guard soldiers, a joint service honor guard marches down the steps of the Lincoln Memorial during a ceremony marking the 192nd anniversary of Lincoln's birth.**


AS IN THE HEART
FOR WHOM HE SAVED THE UN
THE MEMORY OF ABRAHAM LIN
IS ENSHRINED FOREVER

Sharp Shooters

(Right) It's 6:15 a.m. Easter morning as worshipers enter the glowing amphitheater at Arlington National Cemetery for the sunrise service.

(Below) The U.S. Army Drill Team performs a routine during a Twilight Tattoo on the Ellipse in front of the White House.



(Above) **President George W. Bush, commander in chief of the nation's armed forces, participates in a Memorial Day service at Fort Myer.**

(Above right) **Old Guard soldiers tend their horses on the Ellipse in front of the White House before a Twilight Tattoo performance.**

(Right) **SSG Christopher Paul Hirt prays during Ash Wednesday mass at Fort Myer's Memorial Chapel.**

Putting Transformation Into Practice

Story by Steve Harding

TRANSFORMATION.

Though the term that defines the wide-ranging changes in store for the 21st-century Army is still little more than a buzzword for most soldiers, it's an every-day reality for troops of the 2nd Infantry Division's 3rd Brigade.

In April 2000 the Fort Lewis, Wash.-based unit was tapped to become the Army's Initial Brigade Combat Team. Since then its soldiers and Department of the Army civilians — assisted by advisers from several major Army commands, civilian contractors and other Fort Lewis units — have worked long and hard to put transformation's theories into practice. It has been, according to insiders, a process both challenging and exhilarating.

A New Type of Unit

Born of the Army's need to fill a known operational gap between the capabilities of its quickly deployable but lightly armed light forces and the more robust but slower to deploy heavier forces, the Interim Brigade Combat Team concept envisions highly mobile combined-arms organizations that use advanced technologies and innovative tactics to maximize their combat punch.

The brigades — six of which have so far been identified — will be able to deploy anywhere in the world within 96 hours, and will be able to handle a range of missions across the full spectrum of conflict.

To achieve the necessary flexibility, the IBCTs will each consist of three infantry battalions; a reconnaissance, surveillance and target acquisition squadron; an artillery battalion; a support battalion; military intelligence, signal, antitank and engineer companies; and a "nonlethal fires cell" with civil affairs, psychological operations and public affairs components. Each IBCT will have about 3,500 soldiers, slightly less than in a heavy brigade and slightly more than in a light brigade.

This "middle weight" status reflects each IBCT's intended role as an early entry force, rather than a forced-entry one, said David Kuhns of Fort Lewis' Transformation Public Affairs Office.

"Somebody else — rangers, or the 82nd Airborne Division's ready brigade — will jump in and seize the airfield, and the IBCT will follow," he said. "The brigade will come in prepared to operate for up to 72 hours with its basic combat load."

After that initial operating period the IBCT will obtain its logistical support primarily from the brigade support battalion, and then from whatever higher headquarters the IBCT finds itself working for, thus reducing its own logistical "tail," Kuhns said.

"The idea is that the IBCT will

As symbolized by this distinctive statue near its main gate, Fort Lewis has long been a leader in putting innovative tactics and equipment to practical use.
All photos courtesy Fort Lewis Transformation PAO unless otherwise credited.

have far more 'tooth' and less 'tail' than a similar-sized conventional unit," he said, "meaning that the ratio of combat power to logistical support will be greater."

That change is probably most apparent in the reduced size of the IBCT's support battalion, Kuhns said. "In a traditional heavy brigade the FSB used to be fairly large, and now it's about half the size of an infantry battalion. That makes for greater responsiveness and increased mobility."

Another key element in the IBCTs' mobility is the replacement of traditional armored vehicles by air-trans-

Steve Harding

Among the most innovative — and controversial — aspects of the IBCT concept is the introduction of several variants of the LAV-III light armored vehicle.

Steve Harding

Reflecting the Army's belief that soldiers — not new vehicles and equipment — are the core of transformation, IBCT training still focuses heavily on traditional soldier skills.

portable, lightly armored wheeled vehicles outfitted to perform a variety of missions.

After a lengthy and often contentious evaluation of several types of vehicles, the Army selected the General Motors-General Dynamics Land Systems LAV-III as the basis for the IBCT's Infantry Carrier Vehicle and Mobile Gun System. The former will be the basis for eight additional variants — everything from a command vehicle to a mortar carrier — while the Mobile Gun System will pack a hard-hitting 105mm gun. All told, the IBCT will field 308 armored vehicles. In addition, the IBCT's artillery battalion will field a towed 155mm gun, and the entire brigade will continue to use Humvees and various examples of the Family of Military Tactical Vehicles.

And enhanced mobility is just the beginning. The IBCT also incorporates a range of state-of-the-art communications, command-and-control, and reconnaissance and surveillance systems.

Woven together into a brigade-wide information net, these systems are intended to give IBCT soldiers — from brigade commander to squad leader — an unprecedented level of situational awareness. This enhanced ability to gather and disseminate information, coupled with the ability to quickly and securely communicate the IBCT commander's intentions throughout the brigade, will allow the unit to dominate the 50 by 50 square kilometer zone that is expected to be its normal area of operations.

Taken as a whole, the IBCT concept is a bold and innovative step forward for the Army. And it is up to the soldiers of Fort Lewis' 3rd Bde., 2nd Inf. Div. — and, beginning in January, to those of the post's 1st Bde., 25th Inf. Div. — to prove that the concept is both practical and achievable.

Transformation Comes to Fort Lewis

A military post since 1917 and home to the Army's I Corps, Fort Lewis was a logical place to base the Army's first two IBCTs, Kuhns said.

"This is really an ideal installation

A Cooperative Effort

THE first IBCT is essentially being built from the ground up, with new goals, new doctrine, new equipment and new training. In addition to the concerns normally associated with activating a new unit — acquiring personnel and equipment on time, for example — is the need to establish the doctrine and tactics the unit will employ; determine the training its soldiers will need; evaluate and assess the doctrine, tactics and training; modify each of them as necessary; and then communicate the necessary information to the agencies concerned.

Creating the IBCT thus requires the collective support of several major Army commands, agencies and schools. And it is through the Brigade Coordination Cell that those organizations coordinate the training, equipping and evaluation of the IBCT.

The organizations represented in the BCC include Training and Doctrine Command; Army Test and Evaluation Cmd.; and Army Materiel Cmd. Each organization has a piece of the IBCT "pie," said MSG James D. Hardesty, a TRADOC representative in the BCC. The BCC also collectively coordinates the efforts of such proponents as the infantry, armor and field artillery schools, Forces Cmd., I Corps and others.

For example, the TRADOC cell is a liaison between the brigade and the

Extensive field training is helping soldiers of the 3rd Bde., 2nd Inf. Div., determine how best to operate, support and employ the LAV-III. Canada has loaned the Army 32 of the vehicles, which retain their Canadian forces markings and number plates.

doctrine developers at each of the schoolhouses, and works closely with I Corps in developing training strategies for the IBCTs.

"The Army Materiel Cmd. cell manages the fielding of the more than 7,000 items — from the Interim Armored Vehicles to individual weapons — that will eventually be part of the two Fort Lewis-based IBCTs. And because advanced communications and command-and-control systems are such an integral art of the IBCT concept, there is also a coordination team from the Signal Center and School at Fort Gordon, Ga.," said MSG Patrick Jeffries, the BCC's maneuver operations sergeant.

"With this kind of radically new organization, we don't know what we don't know," said MSG Michael Abbey, the BCC representative of the Army Test and Evaluation Cmd. "We've got an idea of how things should be done, but it's a constantly changing process. So our collective mission here at Fort Lewis is essentially to determine if the IBCT's equipment, personnel, doctrine and training are suited to the missions envisioned for the brigade."

"And it's not just these outside agencies coming in and telling the brigade what to do and how to do it," Hardesty said. "It really is a two-way process. And when some of the recommendations we make don't work out, the units often have suggestions on how things should be done instead."

For example, Hardesty said, ambush techniques have long been taught in a certain way. Yet the advent of new technologies — especially the "Internetting" of the battlefield — means that more assets can be brought to bear during an ambush, thus changing the way ambushes are conducted, at least by the soldiers of the IBCT.

"So we actually had to have members of the infantry battalions teach the Infantry School representatives how the traditional training has been modified to better

(continued on p. 8)

Fort Lewis: Transformation into Practice

Another innovative system being brought into the IBCT is the Hunter unmanned aerial vehicle, which will be employed by the brigade's RSTA component.

from which to project the nation's military power. The Port of Tacoma is just down the road in case we need to deploy units by sea, and McChord Air Force Base's heavy-lift aircraft are literally right next door," he said. "In addition, we have extensive training areas both here and at Yakima Training Center."

As logical as Fort Lewis' selection might have been, those who were to oversee the creation of the first IBCT knew that it would not be an easy task.

"How could it be?" said BG Thomas Goedkoop, Fort Lewis' deputy commanding general for training and readiness. "We're transforming a heavy brigade into a new type of unit that will be doing a range of new tasks, with totally different equipment, interacting with organizations that didn't exist before, and using doctrine that is completely different in many regards from the doctrine it used as a heavy brigade. It's bound to be challenging."

Indeed, Goedkoop said, he made a point of emphasizing the potential challenges to the brigade's leaders when the transformation announcement was made.

"If you're hoping to operate in an environment of certainty, go somewhere else," Goedkoop told the leaders. "This will be the ultimate work in progress. Things are going to change, and you'll have less notice of that than you'd like. This process is going to be hot, heavy and action-packed. You've got to be flexible of mind, and your units have got to be agile and trained well enough to react fast enough to the competing demands of some 30 organizations that will be continuously beaming in information and requirements.

"Close coordination among the various agencies and installations involved in the transformation process

use the enhanced capabilities of a transformed infantry unit," Hardesty said.

The evolutionary approach to IBCT training also holds true for its organization and equipment.

For example, the 1st Squadron, 14th Cavalry, provides the IBCT's reconnaissance, surveillance and target-acquisition, or RSTA, capability.

"With three reconnaissance troops and a surveillance troop — which is equipped with unmanned aerial vehicles and ground-surveillance radar — the squadron provides the brigade commander with an organic, real-time intelligence picture of his area of responsibility," said SFC Jeff Boelter, the BCC's RSTA operations sergeant. "The Modified Table of Organization and Equipment undergoes constant review to ensure that the units get what they need, and that the things they don't need are removed."

But as important as the new equipment is, Jeffries said, properly preparing the IBCT's soldiers for their mission must ultimately be the BCC's first priority.

"Transformation isn't just about giving a couple of IBCTs a lot of whiz-bang toys and new vehicles to ride around on," he said. "It's what we expect our soldiers to be able to do. We're training soldiers and leaders to be able to take the commander's intent and use their own initiative to accomplish the mission. All of the new equipment and advanced technologies are simply intended to enhance our soldiers' traditional skills and give all our tactical leaders — down to company and platoon level — the real-time information they need to make the best possible decisions in any given situation.

"Bear in mind," Jeffries said, "that here at Fort Lewis we're working to create the interim force. This is just the first step toward getting us — the entire Army — to the objective force. It's a bold step, and everyone involved in the process is committed to its success." — *Steve Harding*

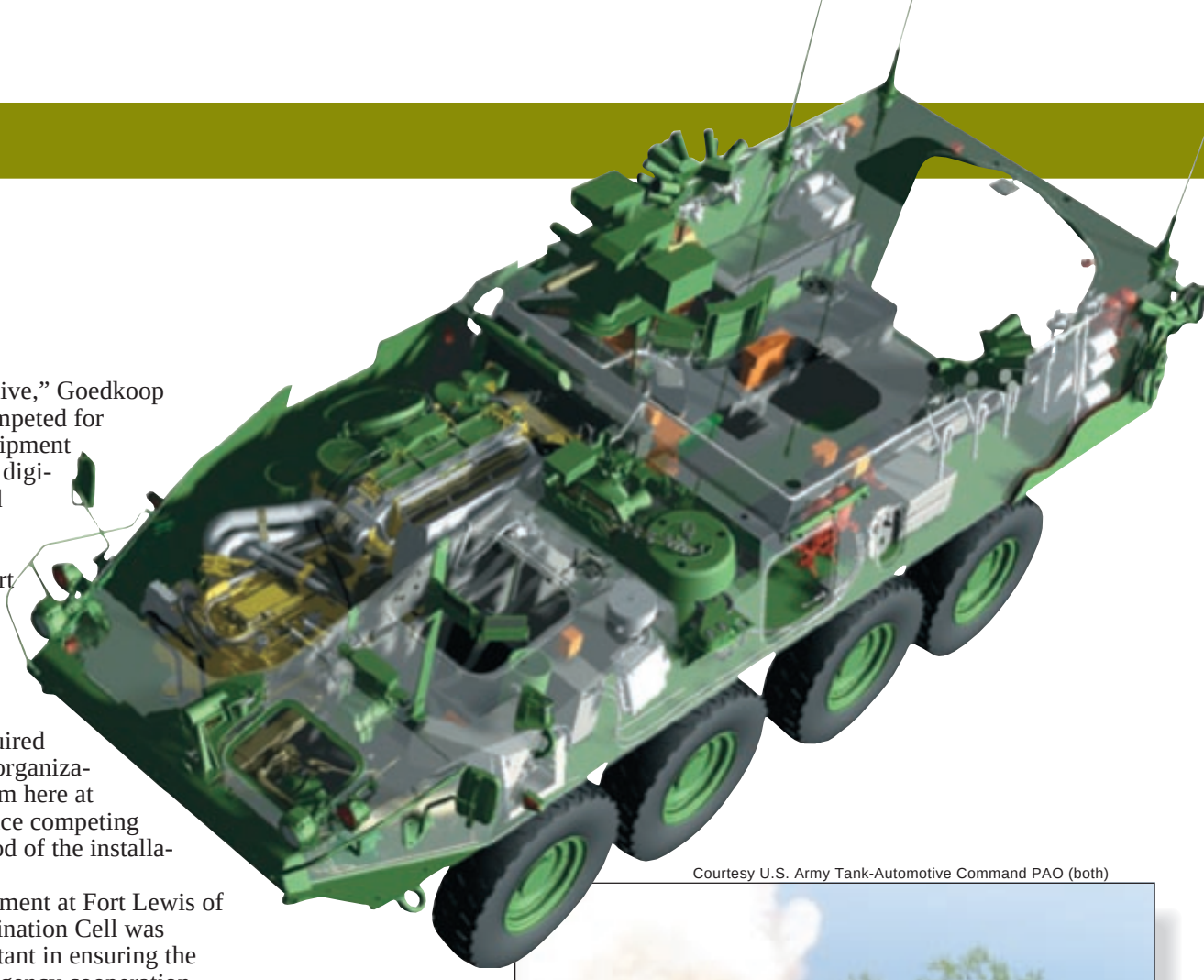
has been imperative," Goedkoop said. "We've competed for resources — equipment fielding priority, digitally experienced personnel and knowledgeable contractor support — with such other Army priorities as the first digital division at Fort Hood. It has required that all external organizations and our team here at Fort Lewis balance competing needs for the good of the installation."

The establishment at Fort Lewis of a Brigade Coordination Cell was especially important in ensuring the necessary inter-agency cooperation, Goedkoop said. Staffed by representatives from U.S. Army Training and Doctrine Command, the Army Test and Evaluation Command and Army Materiel Command, the BCC is a bridge between the 3rd Bde. and the many agencies tasked with acquiring and fielding the brigade's equipment, writing its doctrine and training its soldiers *[see box beginning on p. 28]*.

"Everybody involved in the transformation process here at Fort Lewis has been pulling together," Goedkoop said, "and we've had a tremendous amount of support from the garrison staff and other Fort Lewis units."

That support is especially important, he said, given the extensive infrastructure changes that the transformation process has brought Fort Lewis. These include the reorganization of unit areas and upgrade of barracks, the establishment of additional motorpool facilities, the construction of new MOUT live-fire ranges and the opening of the state-of-the-art Mission Support Training Facility *[see story beginning on p. 34]*.

The FBCB2 system provides the IBCT with enhanced situational awareness to the lowest tactical level — the individual soldier.



Courtesy U.S. Army Tank-Automotive Command PAO (both)

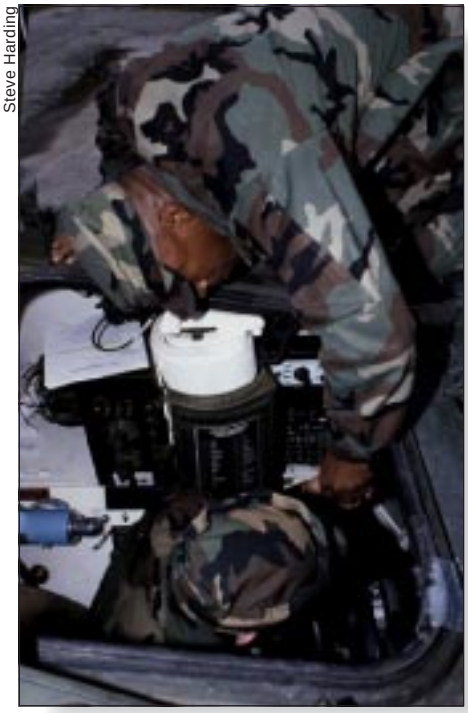
The standard LAV-III *(top)* forms the basis for several variants the IBCT will employ. Also based on the LAV-III, the Mobile Gun System *(above)* packs a hard-hitting 105mm gun that will give the medium-weight IBCT a heavyweight punch.

The Process at Work

The most important changes transformation has brought to Fort Lewis are, of course, those that have engulfed the 2nd ID's 3rd Bde. The unit, originally a heavy brigade equipped with M1 Abrams tanks, first had to identify and turn in equipment and some 300 vehicles it would not be using in its new role. It then had to begin accepting the tools of its new trade.

"We're talking about literally thousands of pieces of equipment across the brigade," Goedkoop said.

Steve Harding



SSG Arquallia Farr of the 5th Bn., 20th Inf., introduces PFC Rob Saucier to the LAV-III. IBCT soldiers at Fort Lewis have had to acquaint themselves with 47 new systems as part of the transformation process.

"Getting all that materiel ready for turn in, reorganizing personnel, standing up new units and accepting 47 new systems since May of 2000 — it's been an immense task."

And acquiring the new systems was just the beginning, because the brigade's soldiers also began the training required to integrate each system into the unit's inventory — training that included field exercises, live-fires, simulations and repeated visits to Fort Lewis' military operations on urbanized terrain sites.

Much of the training focused on the LAV-IIIs, 32 examples of which are on loan from the Canadian army pending the scheduled 2002 arrival of the first U.S. variants. The brigade's soldiers have been using the LAVs to develop crew drills, packing lists, load plans, emergency procedures, and overall tactics, techniques and procedures for employing the light armored vehicles and their dismounted infantrymen.

The Soldiers' View

If the creation of the Army's first IBCT is an Armywide effort, the actual execution of the overall transformation plan is up to the brigade's soldiers. They are the ones who have to turn the theories into practice and, for the most part, it's a process they enjoy.

"This whole transformation process is really interesting," said SPC Joseph Cain, a machine-gunner in Co. C, 5th Battalion, 20th Inf. "The way warfare is changing, we have to keep refining our skills and adapting to whatever changes the enemy introduces. Every new piece of equipment the Army is issuing to us now will help us in the long run."

"I've been enjoying the process since day one," added SPC Jeremiah Hochstedler, a team leader in Co. C. "Though in one sense the skills we use as infantrymen haven't changed that much since World War II — things like weapons proficiency and battle drills — the tools have evolved. And it's great to be a part of that evolution, and to help write the book on how the IBCT trains and fights."

Working with the LAV has been of particular interest to many of the brigade's soldiers, among them SGT Jeff Engels, a team leader in the 5th Bn.'s Co. B.

"Having the LAVs enhances our capabilities," Engels said. "First, we can get from an assembly area or base camp out to a trouble spot faster. And having the vehicle provides a better level of safety for us."

"In addition," said Co. A team leader SPC Antonio Aguirre, "the vehicle is really easy to get into and out of, which is especially important if we're operating in urban terrain. The rear ramp can be dropped in 3 seconds, and all nine soldiers in the back can be outside of the vehicle in 10 or 15 seconds."

Of course, the challenges inherent in fielding an entirely new unit mean that there are also downsides to the transformation process.

Steve Harding

Soldiers of the IBCT's 1st Squadron, 14th Cavalry, prepare to move out on a dismounted scouting exercise. The unit uses a variety of methods to provide the brigade's RSTA — reconnaissance, surveillance and target acquisition — capability.

The IBCT is intended to be an early entry force, meaning that it will bring in its 3,500 soldiers and hundreds of vehicles once initial-entry forces have seized an airhead. The brigade will be prepared to operate up to 72 hours with its basic combat load.

"It's like we're writing a whole new playbook," said SSG Jeffrey Self, a Co. B squad leader. "We're developing the rules as we go along, and that 'crawling' process can be a little frustrating when you're not able to get something right the first time."

And the new equipment can be challenging, too.

"New systems are great, but they sometimes don't hold up as well in action as they're supposed to," Hochstedler said. "Things get dirty and malfunction, or they don't work as advertised.

"But that's part of the reason we're training with all this stuff," he said. "Part of our job is to find out how well the systems and the doctrine work, and to pass on our suggestions on how to make them better."

Such soldier input is vital to the transformation process, Goedkoop said, and he's proud of the way the soldiers have stepped up to the task.

"I couldn't be happier with the way the brigade's soldiers have responded to the various challenges they've faced — and they've faced many," he said. "And I think that they enjoy being part of this process. I've always found that when soldiers are out doing what they signed up to do they enjoy it, do well at it and feel good about the part they play in it."

One concrete measure of how the 3rd Bde.'s soldiers feel about the Transformation process and their role in it, Goedkoop said, is the unit's retention rate.

"I've always felt that retention success is a good indicator of how soldiers feel about how well the unit is meeting their needs in terms of balancing the mission with quality-of-life issues," he said. "And throughout this process the 3rd Bde. has been well over 110 percent in its retention objectives. That's a pretty powerful statement about how the soldiers feel about being part of transformation here at Fort Lewis."

Keeping the Goal in Mind

Despite the challenges of transforming the 3rd Bde., Goedkoop said, everyone involved in the process has stayed focused on the ultimate goal: building an innovative and state-of-the-art military organization that gives well-trained and highly motivated soldiers the advanced tools and techniques they'll need to dominate the 21st-century battlefield.

"And the key point there is that, ultimately, transformation is about the soldier on the ground," he said. "All these new vehicles and systems are just here to make the soldier more effective at the point of the spear. You can have the best vehicle or best system in the world, but if you don't have the trained personnel and a focus on the soldier, then regardless of what you give him or her, it will not be used to its full potential. It's as simple as that." □

Additional IBCTs Identified

SECRETARY of the Army Thomas E. White has identified the next four units slated for transformation into Interim Brigade Combat Teams. They are, in order of their conversion:

- The 172nd Infantry Brigade at Forts Wainwright and Richardson, Alaska;
- The 2nd Armored Cavalry Regiment at Fort Polk, La.;
- The 2nd Bde., 25th Inf. Division, Schofield Barracks, Hawaii; and
- The Pennsylvania Army National Guard's 56th Brigade, 28th Inf. Div.

Transformation to IBCT status will take about a year for each of the three active-component units, White said, and about two years for the National Guard brigade. The fielding of the new brigades could begin as early as 2004, depending on availability of the new Interim Armored Vehicle and on the outcome of an ongoing Army Programmatic Environmental Impact Study. — *Steve Harding*

State-of-the-Art SIMULATION

Story by Steve Harding

THE innovative Army Battle Command System, the Interim Brigade Combat Team's digital command-and-control "brain," allows all Army C2 systems to be blended into a single, fully integrated and interoperable whole. This provides unprecedented situational awareness for all echelons of command, from the most senior commander down to the individual soldier. And it is up to the staff of Fort Lewis' Mission Support Training Facility to ensure that the IBCT's soldiers and leaders know how to make the best use of the ABCS's capabilities.

The MSTF, a cavernous 48,000-square-foot building on Fort Lewis' main post, was originally built to house the Close Combat Tactical Trainer. Intended for use by armor-heavy forces, the CCTT was no longer necessary once Fort Lewis was selected as the home of the Army's first two IBCTs. It was a logical step to convert the available space into a dedicated ABCS training facility, said Rick Mackey, the MSTF's training manager.

Though planners spent considerable time designing the facility, its actual conversion took only about 90 days, Mackey said. The result is a highly sophisticated simulation and training center that uses more than 400 networked computers to replicate the environment in which the IBCT will operate. The MSTF is managed by the I Corps Battle Simulation Center with contracted support from the Illinois Institute of Technology Research Institute, which has subcontracted with TRW for operations, plans and training support; with SAIC for technical support; and with Cubic Applications for simulation support.

"Working together we have created an environment that simulates the IBCT's battalion and brigade tactical operations centers," Mackey said. "Our primary purpose is to train staffs how to use this new information technology within the framework of our warfighting art."

"This is knowledge-based warfare," said Ken Smith, the MSTF's contract site manager, "and what we're doing here is training soldiers and leaders how to gain and use that knowledge based on data. This will allow them to make better-informed and more timely decisions, and thus leverage technology and truly take

Huge flat-panel displays help MSTF instructors control every facet of the simulation used to train IBCT personnel in the use of the Army Battle Command System, which blends all Army command-and-control systems into a single, fully integrated whole.

Steve Harding

Originally built to house the Close Combat Tactical Trainer, the cavernous 48,000-square-foot MSTF uses more than 400 networked computers to replicate the environment in which the IBCT will operate.

warfare to the knowledge-based level instead of the attrition-based level."

Part of the MSTF's vast main area houses several mockups of the standardized, integrated command post shelter, as well as mockups of the rigid wall shelters that, when fitted to Humvees, are the standard housing for most Army tactical command-and-control "nodes."

"Our intent is to eventually be able to put every one of the brigade's command-and-control nodes on the floor out here, using commercially procured hardware and the ABCS system software," Mackey said.

The brigade is also able to park its tactical operations center vehicles next to the MSTF and "hardwire" into the facility, which can then provide the simulation for the vehicles' systems. Using a variety of software programs, MSTF operators can simulate various operational scenarios and "pump" a wide range of information to each of the replicated or actual TOCs.

"Right now we're at the 'crawl' phase of this training strategy," Mackey said, "where the brigade's various units are in the process of developing that individual operator battle-staff and decision-maker proficiency."

Once all of the MSTF's systems are fully operational, it will offer a completely replicated command-and-control environment in which soldiers can train, Mackey said.

"The facility will be here, and the soldiers will be able to fall in on it anytime they want," he said. "And, ultimately, the units will be able to deploy anywhere in the world and link back to us. We can then assist them in planning and rehearsing their operations."

"That means the unit would be able to develop courses of action for a certain operation, and then run through those courses of action in a simulation to see what the results would be before the commander actually decides whether to execute that particular course of action," Smith said. "That takes us from being just a training facility to being a mission-support facility, a unique concept."

The MSTF is still working up to full-scale operations, Smith said, but that doesn't mean it's been idle: Since September 2000 the facility's staff has trained two of the 3rd Brigade's three infantry battalions, the field artillery battalion and the cavalry squadron.

"We're operating with the software that the interim brigade would take to war right now," Smith said, "so this is not an experiment. It's high-risk and high adventure, but we're making it work." □

A soldier operates an FBCB2 console in one of the MSTF's replicated command-post shelters. Units can also park tactical operations center vehicles next to the MSTF and "hardwire" into the facility, which provides the simulation for the vehicles' systems.

"This is knowledge-based warfare, and what we're doing here is training soldiers and leaders how to gain and use that knowledge based on data."

Becoming an

Story by SGT John Love

Each year more than 5,000 soldiers — volunteers twice over — join the proud ranks of the famed 82nd Airborne Division.

AS he sat on the tarmac waiting to board an Air Force C-130 at Pope Air Force Base, N.C., PFC Brian J. McEnerney still had trouble believing that 19 days earlier he had just arrived at the division after more than five months of training.

"I'll probably be shaking right before I hook up," McEnerney said. "But I'm more worried about my performance once I hit the ground."

SGT John Love is a member of the 49th Public Affairs Detachment. SPC William Patterson also contributed to this story.

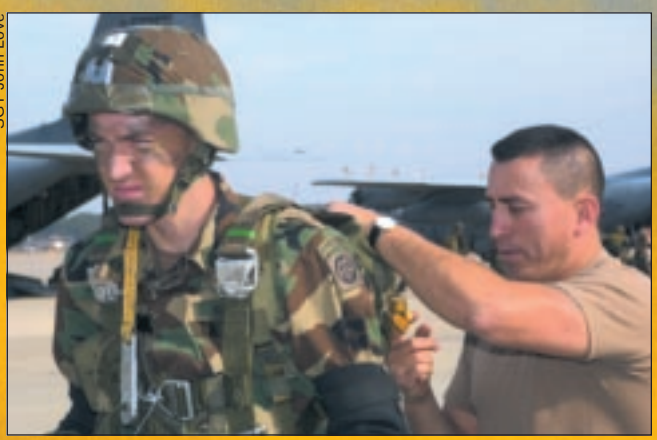
One day earlier, PVT Steven G. Smith wondered what he'd be thinking as he boarded the aircraft.

"I'll probably be thinking, 'Why am I getting ready to jump out of an airplane?' and 'please let my chute open.'"

McEnerney and Smith were now getting ready to parachute into the darkness 800 feet over the Joint Readiness Training Center at Fort Polk, La., and spend the next month in "real" Army training with more than 650 other paratroopers from the 3rd Battalion, 325th Infantry Regiment.

While this was a new experience

SGT John Love



What it's all about — the 82nd's PFC Brian J. McEnerney undergoes a jumpmaster parachute inspection before boarding a C-130 for yet another jump.

"All American"

for them, for the majority of the battalion and the 15,000 paratroopers assigned to the 82nd Airborne Division at Fort Bragg, N.C., it was just another day in the life of an "All-American" soldier.

Twice the Volunteer

Each year more than 5,000 soldiers are assigned to the division. Two-thirds of them come to the unit directly after graduating from basic training, advanced individual training and airborne school.

Getting there requires them to volunteer twice: the first time when they enlist and a second time when they volunteer for jump school.

"Everyone I knew was going to college, then they would go and join the rat race," McEnerney said in explanation of why he volunteered. "I thought joining the Army would be exciting. I had also read some books about the airborne and thought it would be neat to jump out of planes."

After months learning basic soldier skills, job specialties and airborne procedures, new paratroopers arrive at the 82nd eager to find what life in the division is like. The 82nd Replacement Detachment is the first stop.

"Our objective is to make sure when 'Joe' signs into his unit, he's ready to deploy within 18 hours," said SSG James Kates, the detachment's senior platoon sergeant.

During their week of paperwork, briefings and physical training, soldiers continue to wear the Battle Dress Uniform soft cap, rather than the

Soldiers new to the 82nd Airborne Division must perform a first jump in preparation for scheduled unit exercises.

distinctive maroon berets that identify them as paratroopers.

"It lets us easily identify new soldiers," said detachment 1SG James Matthews. "This way, if they make a mistake, we know to show them the correct way to do it rather than treating them like they've been in the division a while."

When the new paratroopers finally don their trademark headgear, they're greeted by representatives from their new units and escorted down Ardennes Street to where they'll spend their tour with the 82nd.

America's Guard of Honor

New paratroopers usually spend their first couple of weeks adjusting to how the division, their new unit and teammates do things. This includes

"Every opportunity we get, we train them on something," Feliciano said. "Then we grill them to see how much they retain."

SGT John Love

McEnerney changes the barrel of an M-60 machine gun during one of his squad's many training opportunities before their jump at JRTC.

more paperwork and briefings to prepare them for the possibility of boarding a plane bound for somewhere in the world in 18 hours. Also during this time, the new paratroopers will endure long hours completing unit and physical training.

"I expected to be challenged during this time," said PVT Ryan Draeger, a utilities equipment repair specialist with Company B, 82nd Forward Support Bn. "I want to learn and progress, and to have a little more freedom than I did at basic."

For McEnerney and Smith, their first days with Weapons Squad, 1st Platoon, Co. B, were spent not only signing papers, but also getting ready for "war," as the battalion prepared for the JRTC deployment.

Preparation included a crash course in how the squad conducts business.

"We've had a lot of equipment layouts," Smith said. "We've also had classes on breaching obstacles, vehicle identification and the weapons used in the squad."

They also worked through maneuver drills with their squad, to make sure everyone knew what to do and when to step up in a combat situation, just in case the unit started taking casualties, said SSG Rodney Feliciano.

That "stepping up" could happen at any time during their mission. The two new soldiers were assigned as ammunition carriers on machine-gun crews, but if a crew member were taken out of action, the new soldiers would have to have the skill and confidence to take over. They must also know how the squad conducts patrols, and how to alert their teammates without alerting the enemy.

"Every opportunity we get, we train them on something," Feliciano said. "Then we grill them to see how much they retain."

That constant preparation helped the two feel more confidant about the mission, "but, JRTC will be the real test," Smith said.

No Time to Unwind

When they're not training, paratroopers will find ways to relax, such as going to a movie or visiting the Atlantic coast, but for McEnerney and Smith, there was a lot of catching up to do.

Division paratroopers routinely train at Fort Bragg and at the training centers at Fort Polk, La., and Fort Irwin, Calif.

To help make sure the two were ready, squad members pitched in to make sure the new members had what they needed for the mission.

Their roommates helped them get their gear together and trained them on some of their equipment, Feliciano said. But the two new soldiers also had to perform a first jump with the unit in preparation for their jump into JRTC.

"That was an easy one," McEnerney said when his first division jump was completed. "The one into JRTC is the one that scares me. I've never jumped with that much equipment before."

Put on Your Parachutes

Bad weather caused a one-day delay in the mission.

"Everyone was cheering at the news," Smith said. "I asked, 'Are we not jumping today?' and everyone was cheering at the bad weather in Louisiana."

But the next day, the battalion and its support elements were rigged up and waiting to load.

"This is what I expected with being here," McEnerney said. "But I didn't expect to be going on a field training exercise this soon after arriving."

Even with the short time to prepare, Feliciano said, they would do well on the ground.

And as they boarded the aircraft, the two new paratroopers were poised to join the ranks of other soldiers who have come before them and become "All-Americans." □

With each jump, soldiers gain the skills and confidence that mark each member of the 82nd Airborne Division.

Out of the Valley of

Story by Beth Reece Photos by Paul Disney

DEATH devoured Landing Zone X-Ray in Vietnam's Ia Drang Valley on Nov. 14, 1965. As if starved, it swallowed the lives of American infantrymen as they fell beneath a torrent of bullets that popped like hail in a thunderstorm.

In the meager shelter of the jungle floor, wounded and fighting soldiers glimpsed an unarmed helicopter darting through the sky. In the cockpit sat CPT Ed Freeman, chancing death in what he still calls his "baby," a "tool" of which he knew every nut and bolt.

"It was a matter of when, I figured, that I would die. But they were already dying," Freeman said of the men caught in the valley below with dwindling ammo and medical supplies. "If I could do anything to prevent my comrades from getting killed, then that's what I had to do." So back and forth between safety and battle he soared for 14 hours, carrying in supplies and hauling out some 30 wounded men.

Time was fair to Freeman during the Vietnam War. It protected him from death, though his helicopter took numerous hits. While time has not blotted out the bloody scenes that darken Freeman's dreams, President George W. Bush gave the pilot's memory of the war a new conclusion on July 15. In a White House ceremony before 300 guests, Bush draped the Medal of Honor, dangling from its blue ribbon, around Freeman's neck.

"This moment is well deserved, and it's been long in coming," Bush said before presenting America's highest military honor to the 150th recipient alive today.

Beyond Duty's Call

Freeman's unit — Company A, 229th Assault Helicopter Battalion, 1st Cavalry Division — was trained to land troops in the jungle, but their mission backfired that day.

"We flew into the landing zone four times without taking one round," Freeman said. "The Vietnamese were hiding there waiting for us." Then, on the fifth drop, 2,000 enemy troops raged opened fire on the 450 American soldiers.

"We went out to pick up more troops and the infantry commander called back to say, 'No more helicopters. You can't come in here. They'll shoot you right out of the sky,'" Freeman said.

A visit to the Vietnam Veterans Memorial Wall gave Freeman an eerie feeling, because the monument bears the names of men Freeman supervised as a flight leader.

After almost one hour of what some survivors call the fiercest gunfire they'd ever seen, the commander — LTC Harold G. Moore — had a change of heart. He asked for volunteers to fly in ammo, water and supplies. Instinctively, Freeman crawled into his UH-1A Iroquois. Fourteen hours and 14 rescue missions later, at 10:30 that night, he'd eaten only half a can of franks and beans. His body throbbed. "And I got sick," he said, "you know, because of nerves."

Freeman's bravery became the miracle that kept America's soldiers fighting in one of the war's most savage attacks. His Medal of Honor citation declares that without the ammunition he supplied to the infantrymen, "they would almost surely have experienced a greater loss of life."

And though the pilots of medical-evacuation helicopters refused to fly into the fire, Freeman whisked away almost 30 wounded soldiers who might not have otherwise survived.

Haunted by death and war, the 73-year-old won't forget the minutes he spent with the soldiers of 1st Battalion, 7th Cavalry Regiment, before dropping them into Landing Zone X-Ray. The soldiers he remembers were young: 18- and 19-year-olds, one of them from Wisconsin. When he visualizes them today, they have faces but no names: some are mangled; others lay wrapped in body bags.

"I have bad, bad dreams and trouble sleeping." With pills from a doctor, Freeman finds slumber. "But he can't keep me from dreaming — no doctor can do that." Months ago, the hero dreamed that his helicopter crashed.

At age 13, Freeman watched truckloads of soldiers pass his Mississippi farm on their way to train for World War II in the Louisiana Maneuvers. "I'd wanted to be a soldier all my life," he said.

He became a man of valor. "He's

Death

President George W. Bush presented the Medal of Honor to retired MAJ Ed Freeman July 16 for "conspicuous gallantry and intrepidity at the risk of his life."

even more than a soldier because he did more than his duty," Bush said.

Rejection

The pilot who saved lives was at first rejected for flight school. Coming out of Korea with a battlefield promotion to first sergeant, Freeman had tired of fighting on foot. "That's a horrible way to fight a war," he said, having been one of 14 men out of 257 assigned to Company B, 36th Engineer Battalion, who survived the initial fight for Pork Chop Hill.

Freeman applied for flight school but was turned away for exceeding the 6-foot-2-inch height limit. A year later the Army adjusted the height requirements to draw in additional pilots, admitting Freeman into its exclusive club.

The Medal of Honor comes at a time when Freeman feels he can quietly savor its value. Had he been awarded the medal while still in the Army, he thinks he might have stayed in uniform. "I would have gotten plush assignments to be a pretty boy, standing around and signing autographs."

Instead, in 1967 he retired with 22 years of military and settled in Boise, Idaho, where he lives today with his wife, Barbara. He continued to fly for the Department of Interior until his second retirement in 1991. Now he relishes being a "professional" grandpa to four grandchildren.

An American Hero

The day after last summer's White House ceremony, Freeman visited the Vietnam Memorial clad in blue jeans and a white shirt that enhanced the brilliance of his Medal of Honor. Tourists stopped to stare. Some took photos or eavesdropped on his conversations.

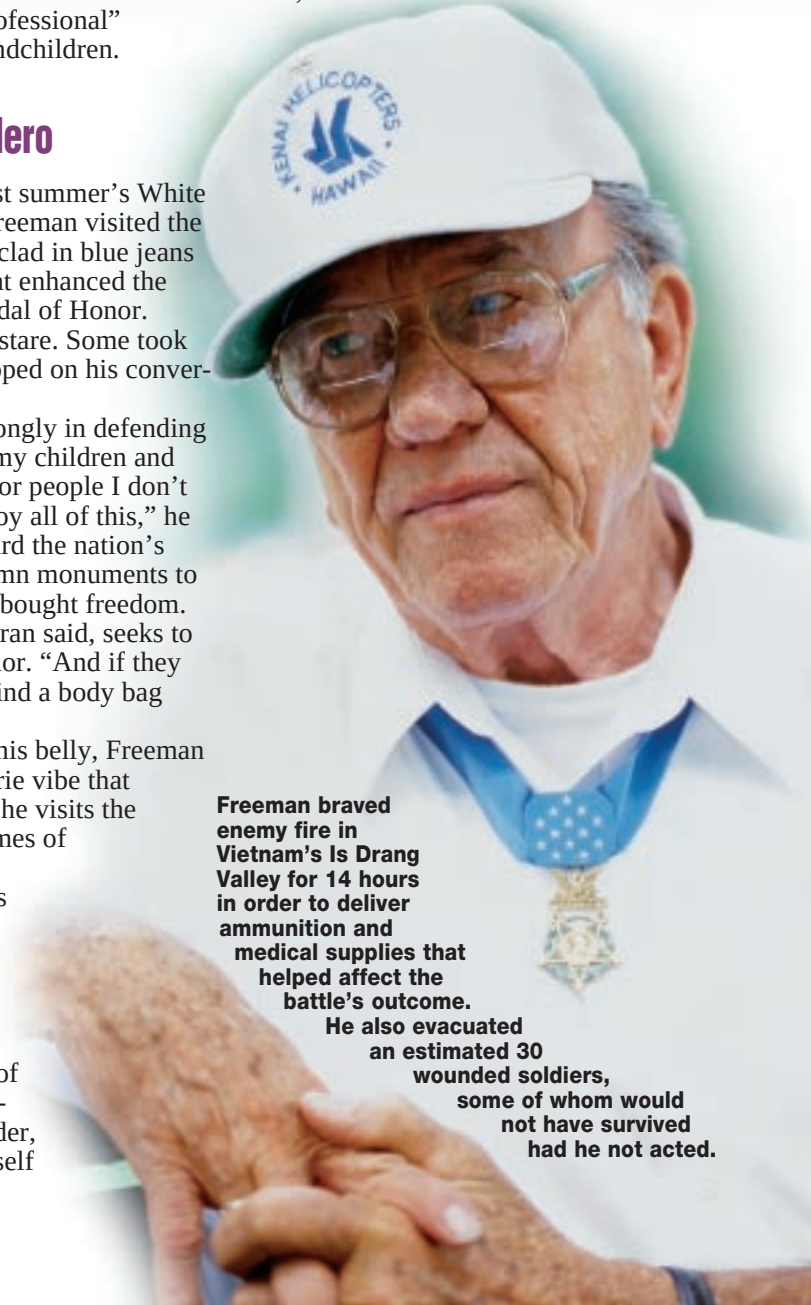
"I believe so strongly in defending this country — for my children and my grandchildren, for people I don't even know who enjoy all of this," he said, gesturing toward the nation's capital with its solemn monuments to those whose deaths bought freedom.

No one, the veteran said, seeks to win a Medal of Honor. "And if they did, I think they'd find a body bag first."

Hand clutching his belly, Freeman whispered of the eerie vibe that pervades him when he visits the wall bearing the names of those Americans killed in Vietnam. Is it the memory? The wonder of how he survived? Though he can't recall each name, the wall announces the deaths of men Freeman supervised as a flight leader, men much like himself with fearful families awaiting their return from war.

Next to all those names engraved on the wall and among all the Medal of Honor heroes, Freeman confesses to feeling small. "I helped drop those men into that valley," he said. "How could I just leave them there?"

But the Army didn't demand that he risk his life in the valley devoured by death. It merely asked for volunteers, and Freeman said: "I will." □



Freeman braved enemy fire in Vietnam's Is Drang Valley for 14 hours in order to deliver ammunition and medical supplies that helped affect the battle's outcome. He also evacuated an estimated 30 wounded soldiers, some of whom would not have survived had he not acted.

Korean Conflict

Sept. 16, 1950

Troops of the 31st Infantry Regiment, 7th Infantry Division, prepare to disembark from a landing ship anchored in Inchon Harbor. The landings at Inchon — some 25 miles behind enemy lines — was a gamble that paid off for the U.N. forces.